

EMPLOYMENT BRAND STRENGTH

Application	This measure will be broadly applicable across all organizations and will be especially useful for those organizations that have high turnover, low levels of employee commitment, or low Offer Acceptance Ratios.
Description	Relative measure of the attractiveness of the organization's employment value proposition.
Formula	Survey Results

Interpretation Employment Brand Strength represents an index of survey questions and/or quantitative metrics designed to represent the employment value proposition of the organization.

The employment brand can help an organization attract and retain the talent it needs to achieve its strategic goals. Components of the employment brand include compensation and benefits, work environment, work-life balance, company culture and environment, and product/company brand strength.

An index of Employment Brand Strength is likely to incorporate assessments of three perspectives of these components. First, organizations can assess internal perception of the employment offer and, where appropriate, can measure the closeness of those perceptions to reality. Second, organizations can assess external perception of the employment offer. Such perceptions are often solicited from applicants, potentially including applicants who are hired, those who are passed over, and those who reject employment offers. Third, employers may also assess media coverage or other external distribution of information about the organization and its employees.

In general, hires tend to be less aware of organizational characteristics than of the specific requirements and characteristics of the job for which they are hired. Applicants' awareness of the organization during the recruitment process may impact performance once hired, especially awareness of the organization's level of risk-taking and development opportunities.

Data Sourcing Organizations typically source data for this measure from the responses to one or more questions from employee and applicant surveys, as well as from externally produced documents.

Considerations

Analysis	Limitations
<p>Employment Brand Strength may be analyzed by function, business unit, and geography to identify areas of high and low results for targeted interventions and best practice benchmarking. Also, the measure can be analyzed by characteristics of employees and applicants completing surveys to determine how satisfaction levels vary. Such dimensions for analysis could include employment level, pay grade, gender, ethnic background, age, tenure, and job title.</p>	<p>The value provided by this measure depends heavily on the effectiveness of indexing methods and survey design and delivery in accurately reporting employees' opinions. This measure does not reveal anything about the productivity of the workforce or any link between employment brand and organizational performance. Additionally, all survey measures represent employee perceptions at a point in time and can reflect temporal events.</p>

Targets Targets for this measure will depend on the scale used for the index or survey question responses. Targets based on benchmark groups will only apply if other organizations use sufficiently comparable metrics, survey questions, and survey methodology. Organizations would aim for as high a level of employment brand strength as is reasonably achievable given the organizational context.

Variations
<ul style="list-style-type: none"> • Employment Brand Strength—< 30 Years Old • Employment Brand Strength—40+ Years Old • Employment Brand Strength—High Performers • Employment Brand Strength—High Potential • Employment Brand Strength—High Tenure • Employment Brand Strength—Low Performers • Employment Brand Strength—Low Tenure • Employment Brand Strength—Minority • Employment Brand Strength—Part Time

Related Measures
<ul style="list-style-type: none"> • Applicant Ratio • Average Workforce Tenure • Benefits Satisfaction Index • Compensation Satisfaction Index • External Complaint Factor • Market Capitalization per FTE • Market Compensation Ratio • Market Opportunity Index • Offer Acceptance Rate • Offer Fit Index • Operating Profit per FTE • Referral Rate • Voluntary Termination Rate